Washington State Health Care Authority

Human Resource Management Report

Plan & Align Workforce		
Hire Workforce	Deploy Workforce	Reinforce Performance
	Develop Workforce	

October 2009

Washington State Health Care Authority

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	Ultimate Outcomes
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	**Employees are committed to the work they do & the goals of the organization** **Productive, successful employees are retained** **State has workforce depth & breadth needed for present and future success**
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

Executive Summary

Performance Measure	Status	Action Priority [e]	Comments
PLAN & ALIGN WORKFORCE			
Management profile [a]	10.6% = "Managers"; 16.3% = WMS only. WMS control point = 15.7%	High	As of August 2009, WMS positions are at 14.6%.
% employees with current position/competency descriptions [b]	79%	High	
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies [c]	42 avg days to hire (of 16 vacancies filled)	Low	
Candidate quality ratings [c]	80% cand. interviewed had competencies needed 100% mgrs said they were able to hire best candidate	Low	
Hiring balance (% types of appointments) [c]	50% promo; 19% new hires; 19% transfers; 6% exempts; 6% other	Low	
Number of separations during post-hire review period [c]	1	Low	
DEPLOY WORKFORCE			
Percent employees with current performance expectations [b]	100%	Low	
Overtime usage: (monthly average) [c]	0.86 hours (per capita); 6.25% of EEs receiving OT	Low	
Sick leave usage: (monthly average) [c]	6.8 hours (per capita)	High	
# of non-disciplinary grievances [c]	3 grievances	Low	
# of non-disciplinary appeals & Dir's Reviews filed [c]	0 appeals, 0 Director's Reviews	Low	
DEVELOP WORKFORCE			
Percent employees with current individual training plans [b]	100%	Low	
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations [b]	100%	Low	
Number of formal disciplinary actions taken [c]	0	Low	
Number of disciplinary grievances and appeals filed [c]	0 grievances; 0 appeals	Low	
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) [c]	5.50%	Medium	
Diversity Profile [a]	74% female; 24% people of color; 66% 40+; 5% with disabilities	Low	
Employee survey overall average rating [d]	2006 - average was 3.84, 2007 - average was 3.80 on overall survey responses	Medium	

a) Data as of 6/30/09

b) Data as of 6/30/09 **or** agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

e) Action Priority: H=High, M=Medium, L=Low   For those measures that have Action Steps

Plan & Align Workforce

Agency Priority: High

Washington State Health Care Authority

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

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WMS Employees Headcount = 46.0

Percent of agency workforce that is WMS = 16.3%

All Managers* Headcount = 30

Percent of agency workforce that is Managers* = 10.6%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Washington Management Service Headcount Trend
7/1/2008 through 6/30/2009

WMS Management Type

Management	20
Consultant	22
Policy	4

Data as of June 2009
Source: BI

Analysis: WMS Control Point: 15.7%

- The HCA had a decrease in WMS staffing since the last reporting period (10%).

- This was primarily due to turnover, reorganization and elimination of the Health Insurance Partnership project.

- As stated in previous reports, our positions meet the RCW definition of WMS, even though all don't directly supervise.

- As part of the health care industry, we have a higher percentage of policy and consultants within WMS.

Action Steps:

- Since July 2009, we have further reduced our WMS positions from 46 to 40, dropping us below the control point to 14.6%

- We will continue to monitor this area closely.

Plan & Align Workforce

Agency Priority: High

Current Position/Competency Descriptions

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

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Percent employees with current position/competency descriptions = 79%*

*Based on 219 of 275 reported employee count.
Applies to employees in permanent positions, both WMS & GS.

Analysis:

- Refers to the percentage of agency employees who have a completed Position Description Form (PDF). Positions with descriptions on the old Classification Questionnaire (CQ) form are not counted in this measure.

- Since last year's report we increased our completion rate by 6 percent.

- We ensure completion of position descriptions prior to recruitment.

- Agency population has decreased from 297 to 275 in the past year.

Action Steps:

- HR Consultants are continuing to work with supervisors to attain completion of all position descriptions.

- Job analyses will continue to be completed on each position prior to recruitment.

- HR reports progress monthly on status updates to the Deputy Director.

Data as of 6/30/2009
Source: Agency tracked

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.
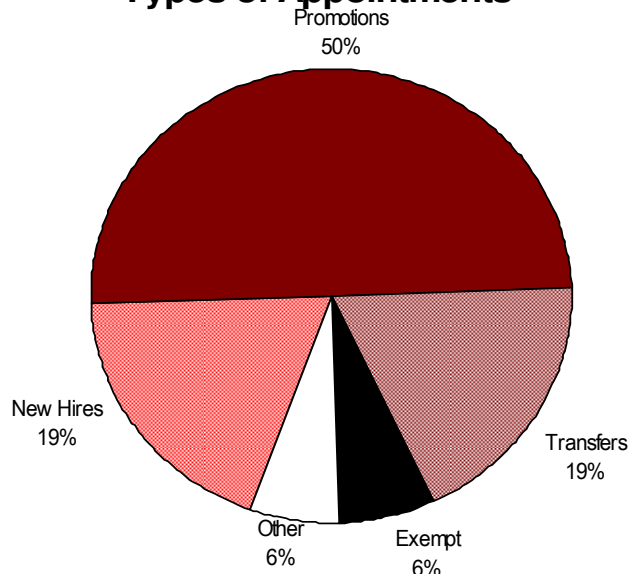
Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Washington State Health Care Authority

Time-to-Hire Funded Vacancies

Average number of days to hire*:   42

Number of vacancies filled: 16

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Percentage = 80%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 16   Percentage = 100%

Analysis:

- Number of days to fill positions varies depending upon type of opening and location.

- The statewide hiring freeze contributed to low number of hires this period.

- Our average time to fill continues to be significantly less than the statewide average.

Action Steps:

- Implementation of an electronic hiring action form has resulted in a significant reduction in turnaround time for the approval process.

- A new on-boarding program has been implemented including enhancements to the orientation process. New quarterly in-person orientations begin November, 2009.

- An interview question bank was made available to hiring managers.

- We will continue to streamline processes as we provide full service recruiting, sourcing and resource pools.

Data Time Period:7/2008 through 6/2009
Source: Agency tracked

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Washington State Health Care Authority

Types of Appointments

Promotions 50%

Transfers 19%

Exempt 6%

Other 6%

New Hires 19%

Total number of appointments = 16
Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Separation During Review Period

Probationary separations - Voluntary	0
Probationary separations - Involuntary	0
Total Probationary Separations	*0*
Trial Service separations - Voluntary	1
Trial Service separations - Involuntary	0
Total Trial Service Separations	*1*
Total Separations During Review Period	**1**

Analysis:

- External hires decreased this period from 53% to 19%. Opportunities were focused on internal promotions, increasing from 36% to 50%.

- Supervisors are using the probationary and trial service periods to more closely evaluate the employee's performance.

- HCA had one voluntary separation during a trial service period in FY 09;

- Supervisors are proactively responding to performance problems and absenteeism, which has led to some departures.

Action Steps:

- To improve the screening process, we implemented a background check process in June 2009.

- A new on-boarding program has been implemented including enhancements to the employee orientation process.

- We will continue to conduct exit interviews with departing staff, share the information with executive team and make changes to our policies and procedures as appropriate.

July 1, 2008 through June 30, 2009
Source: BI

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

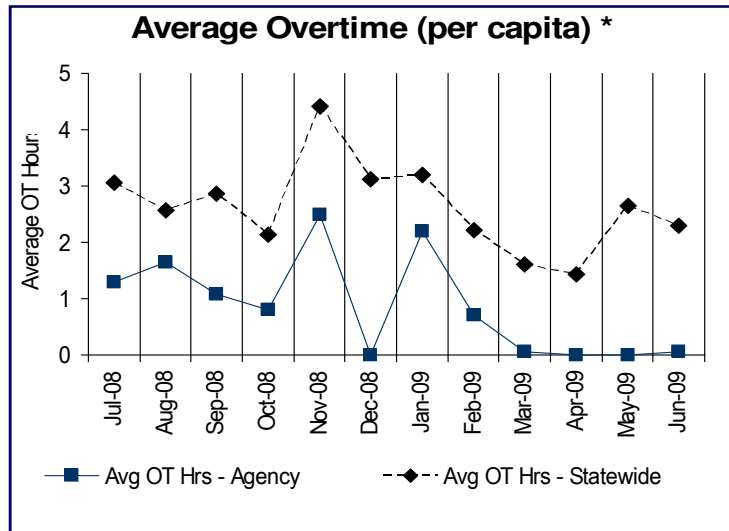**Percent employees with current performance expectations**

Overtime usage

Sick leave usage

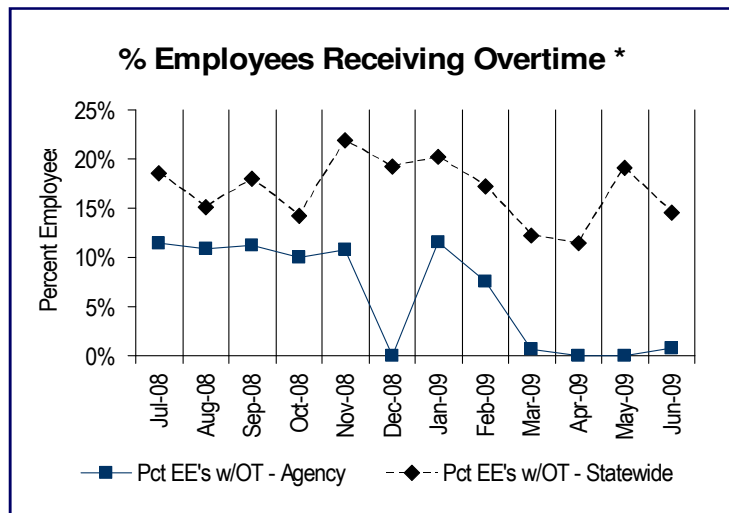Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: Low

Current Performance Expectations

Percent employees with current performance expectations = 100%*

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*Based on 275 of 275 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- Commitment from executive leadership has contributed toward completion of our Performance Development Plan (PDP) goal.

- All supervisors were trained to use SMART goals for their performance expectations. Training was conducted in May and June 2009.

- Key Results Expected were tied to the agency's strategic initiatives.

- Performance expectations were set first for the senior management team and then cascaded down to all staff.

Action Steps:

- Executive leadership will take the lead on timely setting of expectations in order to create the cascading effect and correlation between each manager, supervisor, and employee's expectations as they relate to agency goals and strategic initiatives.

- Human Resource Consultants review all PDPs and provide coaching to supervisors who need assistance.

Data as of 6/30/2009
Source: Agency tracked

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations
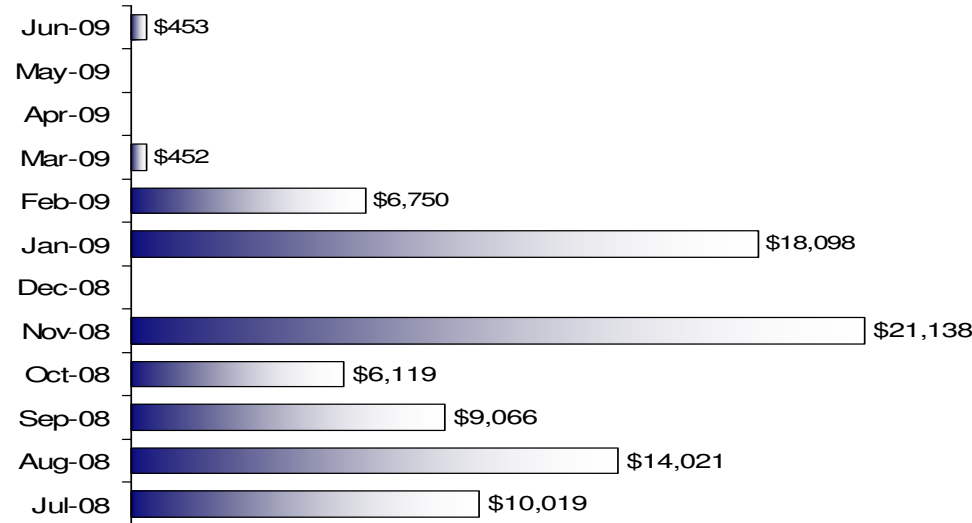
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: Low

Overtime Usage

Washington State Health Care Authority

Average Overtime (per capita) *

Legend: Avg OT Hrs - Agency   Avg OT Hrs - Statewide

Overall agency average overtime usage – per capita, per month: 0.86**

**Overall agency average overtime usage – per capita, per month = sum of monthly OT averages / # months

% Employees Receiving Overtime *

Legend: Pct EE's w/OT - Agency   Pct EE's w/OT - Statewide

Overall agency average employees receiving overtime per month: 6.25%**

**Overall agency average employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: 7/1/2008 through 6/30/2009
Source: BI

Agency Priority: Low

Overtime Usage

Washington State Health Care Authority

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Overtime Cost - Agency

Month	Cost
Jun-09	$453
May-09	
Apr-09	
Mar-09	$452
Feb-09	$6,750
Jan-09	$18,098
Dec-08	
Nov-08	$21,138
Oct-08	$6,119
Sep-08	$9,066
Aug-08	$14,021
Jul-08	$10,019

Analysis:

- Agency overtime costs increased by $47,000 since last year. The majority of overtime took place between July 2008 and February 2009. Since then, overtime has been very minimal due to budget reductions and implementation of a wait list in Basic Health.

- 2008 overtime was predominantly from the Basic Health program due to a backlog created by efforts to increase enrollment in the program as required by statute. Overtime was used to process increased volumes of applications, and account adjustment materials to ensure timely access to quality, affordable health care for low income Washington State residents.

Action Steps:

- Training was provided on overtime eligibility in conjunction with implementation of the Time and Attendance record keeping process. Supervisors are using this tool to monitor hours worked to reduce unnecessary overtime.

Data Time Period: 7/1/2008 through 6/30/2009
Source: BI

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

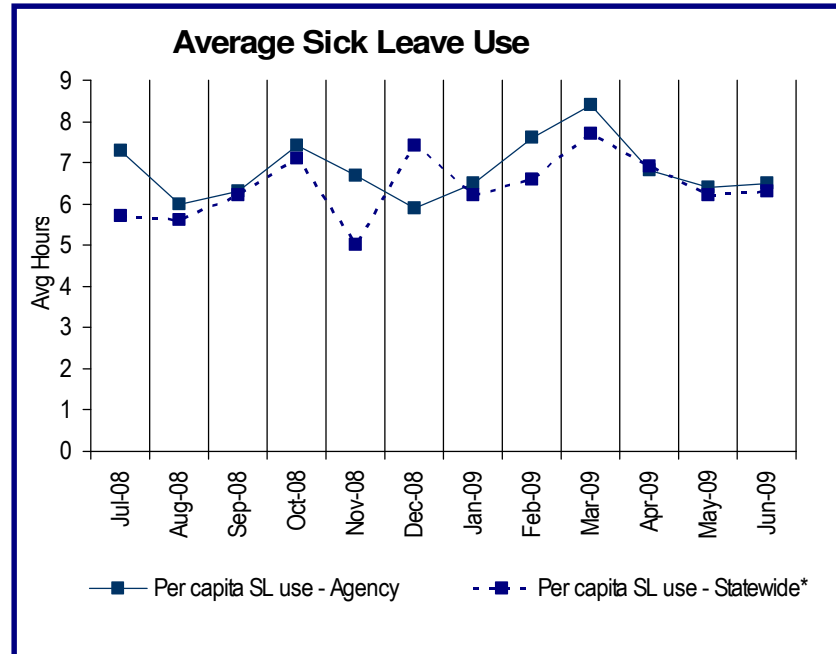Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: High

Sick Leave Usage

Average Sick Leave Use

Per capita SL use - Agency — Per capita SL use - Statewide*

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency
6.8 Hrs	**168.7** Hrs
Avg Hrs SL Used (per capita) – Statewide*	Avg SL Balance (per capita) – Statewide*
6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: July 2008 through June 2009
Source: DOP

Analysis:

- HCA sick leave use per employee is slightly <u>higher</u> than the statewide average:
  - 10% of reported sick leave is due to approved FMLA absences.
- HCA sick leave balances per employee are <u>lower</u> than the statewide average.

Action Steps:

- We are heightening our Administrator's message regarding the benefits of sick leave, and how it should be viewed as an insurance policy.
- Managers are receiving monthly leave reports for their divisions and are working with supervisors to address attendance issues.
- All programs are tracking planned and unplanned leave, and reporting progress monthly to the Deputy Administrator.
- HR will continue to work directly with supervisors in cases of leave abuse.

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Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures
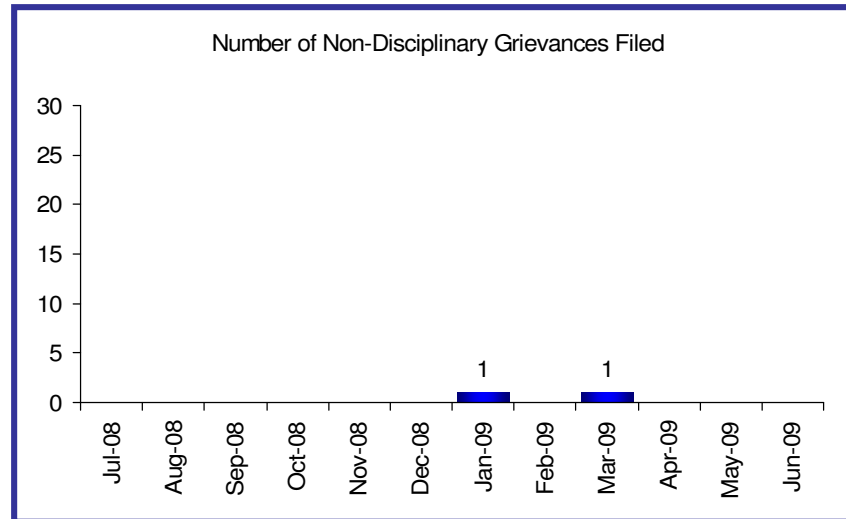
Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: Low

Non-Disciplinary Grievances (represented employees)

Number of Non-Disciplinary Grievances Filed

Total Non-Disciplinary Grievances = 2

Grievance Type	No. Filed	Disposition
Holidays	1	Resolved at Step One
Rest Periods	1	Resolved at Step Three

Analysis:

- HCA has only one WFSE bargaining unit.

- All grievances were resolved prior to arbitration.

- We have been pleased with our relationship with the WFSE. We have had issues move through the grievance process; however, the communications have been positive and issues have been resolved.

Action Steps:

- We will continue to partner with the Union to resolve issues at the lowest level.

- We will continue to hold quarterly Union Management Communication Committee meetings as well as monthly meetings with the WFSE and Basic Health to address issues as they arise.

Data Time Period: July 1, 2008 through June 30, 2009
Source: Agency tracked

Deploy Workforce

Washington State Health Care Authority

Non-Disciplinary Appeals

(non-represented employees)

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

> **The HCA had no non-disciplinary appeals through the DOP Director's Review or the Personnel Resources Board.**

Data Time Period: July 2008 through June 2009
Source: DOP

Develop Workforce

Washington State Health Care Authority

Individual Development Plans

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Percent employees with current individual development plans (IDP) = 100%

*Based on 275 of 275 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- HCA completed all Individual Development Plans as part of the PDP process by August 31, 2009.

- SuccessFactors, implemented in July 2007, associates learning activities with specific competencies for current or future growth.

Action Steps:

- We will continue to encourage timely completion of Individual Development Plans.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Washington State Health Care Authority

Current Performance Evaluations

Percent employees with current performance reviews = 100%

*Based on 275 of 275 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- The performance review cycle was altered this year to allow supervisors to focus separately on the goals for the upcoming year and then take time to review last year's progress.

- PDP training is conducted annually. This includes technical and soft skill training, as well as a refresher on the *SuccessFactors* program.

- Key Results Expected were created first by the senior management team to be cascaded down to all staff.

- All performance reviews were completed by August 31, 2009.

Action Steps:

- Quality reviews conducted by Human Resources indicate more direct, thorough participation and evidence of on-going conversation as part of the performance review process

- Key Results Expected will be discussed throughout the year in regular meetings with staff.

- PDP training and messaging from Administrator require supervisors to meet at least monthly with their staff.

- We will continue to focus on improvement of this process.

Data as of 9/1/2009
Source: Agency tracked

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.
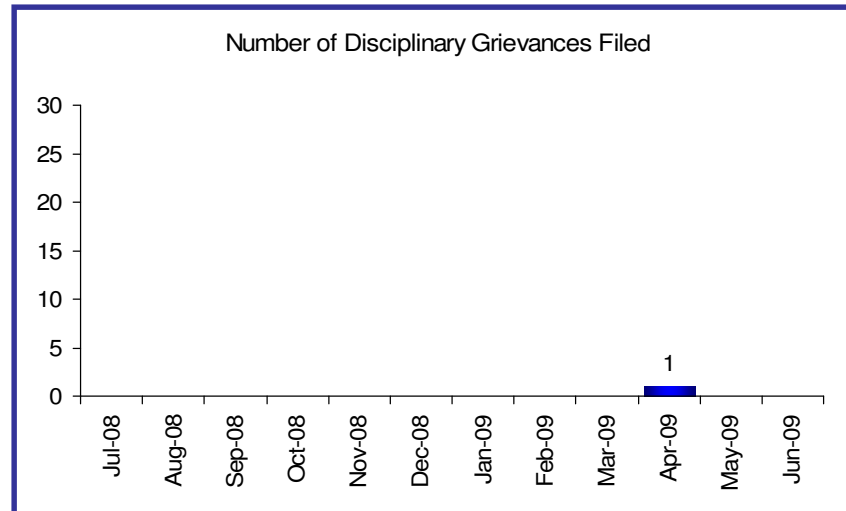
Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Agency Priority: Low

Washington State Health Care Authority

Formal Disciplinary Actions

> **The HCA had no formal disciplinary actions during this time period.**

Data Time Period: July 1, 2008 through June 30, 2009
Source: Agency tracked

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Agency Priority: Low

Disciplinary Grievances and Appeals

Washington State Health Care Authority

Number of Disciplinary Grievances Filed

Total Disciplinary Grievances = 1

Grievance Type	No. Filed	Disposition
"Discipline"	1	Resolved at Step One

Analysis:

- HCA has only one WFSE bargaining unit.

- Only one grievance was filed and it was resolved prior to arbitration.

Action Steps:

- We will continue to partner with the Union to resolve issues at the lowest level.

- We will continue to hold quarterly Union Management Communication Committee meetings as well as monthly meetings with the WFSE and Basic Health to address issues as they arise.

Data Time Period: July 2008 through June 2009
Source: Agency tracked

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures
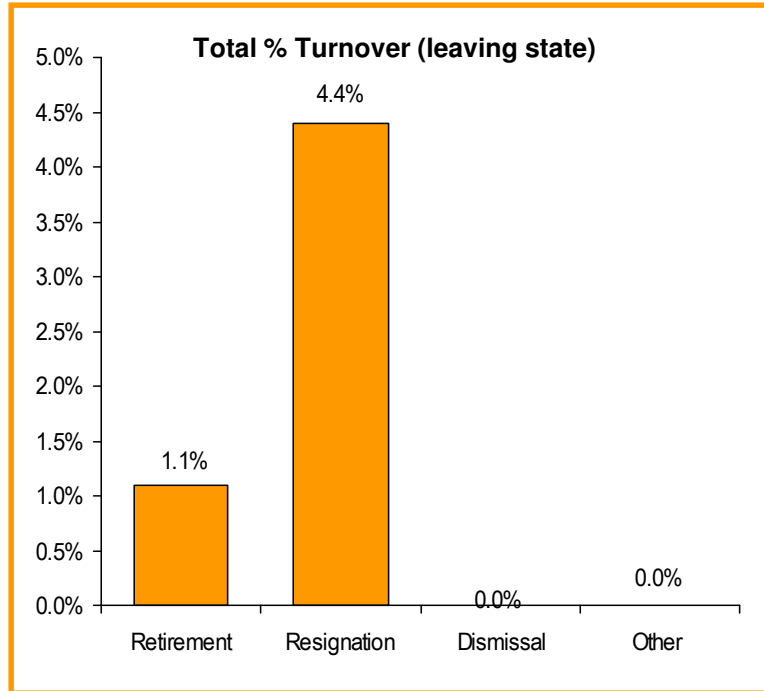
Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates

Total % Turnover (leaving state)

Retirement	1.1%
Resignation	4.4%
Dismissal	0.0%
Other	0.0%

Total Turnover Actions: 19

Total % Turnover: 5.5%

Analysis:

- Turnover is spread across the agency with no targeted areas of concern.

- HCA separations consisted of :
  - (4) moved from the vicinity,
  - (4) employees retired, and
  - (10) resigned for reason "other" and
  - (1) extended leave of absence (LWOP)

- Outside of the figures listed in our chart, five employees promoted and/or transferred out to other agencies.

- Turnover has decreased since last October's report by 4.3%. We are still 1% above the statewide average of 4.5%.

- HCA is a small agency and many staff leave for promotional opportunities not available here.

Action Steps:

- Exit survey information compiled and updates are provided to executive management.

- HR staff will continue to monitor any trends in turnover.

Data Time Period: July 1, 2008 through June 30, 2009
Source: BI and Turnover report in HRMS

ULTIMATE OUTCOMES

Agency Priority: Low

Washington State
Health Care Authority

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

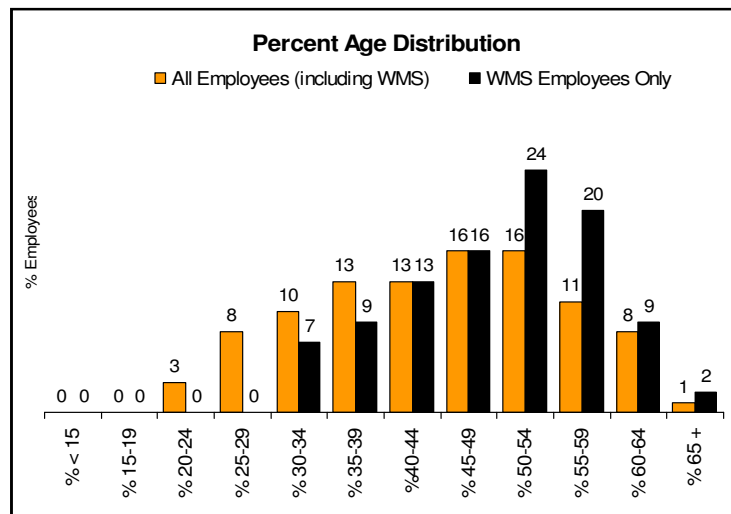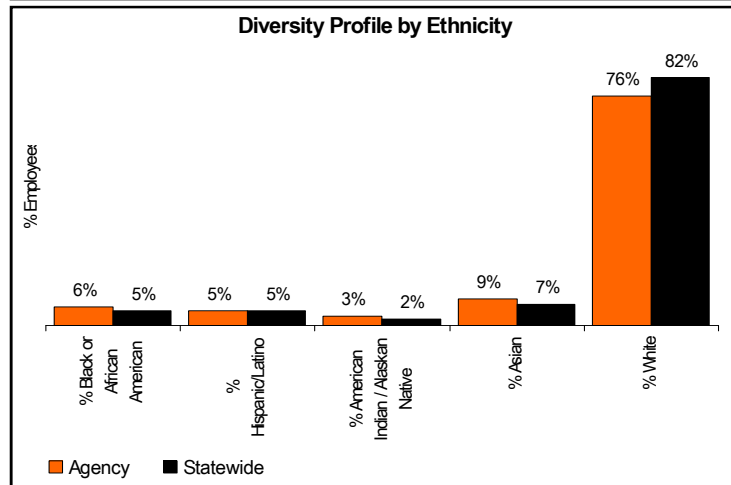**Workforce Diversity Profile**

Employee Survey Information

Retention measure (TBD)

	Agency	State
Female	74 %	53%
Persons w/Disabilities	5 %	4%
Vietnam Era Veterans	3 %	6%
Veterans w/Disabilities	2 %	2%
People of color	24 %	18%
Persons over 40	66 %	74%

Diversity Profile by Ethnicity

% Employee

% Black or African American: Agency 6%, Statewide 5%
% Hispanic/Latino: Agency 5%, Statewide 5%
% American Indian / Alaskan Native: Agency 3%, Statewide 2%
% Asian: Agency 9%, Statewide 7%
% White: Agency 76%, Statewide 82%

■ Agency   ■ Statewide

Percent Age Distribution

■ All Employees (including WMS)   ■ WMS Employees Only

% Employee

% < 15: 0, 0
% 15-19: 0, 0
% 20-24: 3, 0
% 25-29: 8, 0
% 30-34: 10, 7
% 35-39: 13, 9
% 40-44: 13, 13
% 45-49: 16, 16
% 50-54: 16, 24
% 55-59: 11, 20
% 60-64: 8, 9
% 65 +: 1, 2

Analysis:

- HCA has a higher percentage of women, persons of disability, and people of color than the state.

- Vietnam Veterans has been a difficult area to target, primarily due to persons in this category not entering the workforce.

- We are seeing a younger applicant pool, composed predominantly of females, in our largest classification group of Health Insurance Benefits Specialists.

- 66% of our agency's population is over 40.

Action Steps:

- We ensure that knowledge is shared using succession planning, mentoring partnerships and developmental job assignments, as many of our staff are nearing retirement.

- We will continue to use a variety of resources to attract diverse candidates to the applicant pool.

Data as of June 30, 2009
Source: BI

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Agency Priority: Medium

Employee Survey Ratings

Question	April 2006	Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.6	3.6
2) I receive the information I need to do my job effectively.	3.9	3.8
3) I know how my work contributes to the goals of my agency.	4.2	4.1
4) I know what is expected of me at work.	4.3	4.3
5) I have opportunities at work to learn and grow.	3.5	3.7
6) I have the tools and resources I need to do my job effectively.	3.9	3.7
7) My supervisor treats me with dignity and respect.	4.3	4.3
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.8	3.8
9) I receive recognition for a job well done.	3.4	3.4
10) My performance evaluation provides me with meaningful information about my performance.	3.4	3.5
11) My supervisor holds me and my co-workers accountable for performance.	4.3	4.1
12) I know how my agency measures its success.	3.5	3.4
13) My agency consistently demonstrates support for a diverse workforce.	N/A	3.8

Number of survey responses: 217   234

Overall average: 3.79   3.80

Data as of November 2007
Source: 2007 Statewide Employee Survey

Analysis:

- Overall average between the two years is nearly the same. We had a participation rate of 85% in 2007.

- There was a slight improvement in questions # 5 and # 10.

Action Steps:

- The 2009 Statewide Employee Survey is currently taking place and we have almost 100% participation.

- HCA implemented the Success Factors system in 2007. We believe that this tool has helped to improve the quality of performance reviews.

- In addition to training available through DOP, HCA's Developmental Job Assignments (DJA) and Mentoring Partnerships provide employees with opportunity for growth.

- In an effort to improve ratings for questions #6 and #11, management provided input and prioritized topics for 30-minute sharply focused training sessions called "Fast Food for Thought". Sessions provided to employees so far are: "Handling Emotions Under Pressure", "Polishing Your Professional Identity" and "Being Proactive".